

Belvedere: October 28, 2004
Jerry Butler

Corte Madera: **TO:** Transportation Authority of Marin Commissioners
Melissa Gill

Fairfax: **RE:** TPLUS Toolkit for Transit-Oriented Development (TOD) and Pedestrian-Oriented Design (PeD) – Draft Principles, Benefits, Issues, and Barriers – Agenda Item 8
Lew Tremaine

Larkspur: Dear Commissioners:
Joan Lundstrom

Mill Valley: The Transportation Planning and Land Use Solutions Advisory Committee (TPLUS Advisory Committee), an advisory committee to TAM staff, has met several times over the past few months to develop Marin-specific principles for TAM's TPLUS program, and particularly as a starting point for the Transit-Oriented Development (TOD) and Pedestrian-Oriented Design (PeD) toolkit.
Dick Swanson

Novato: The intent of the toolkit is to provide recommendations and resources for policies, implementation, and "best practices" for TOD and PeD in Marin County.
Pat Eklund

Ross:

San Anselmo: The development of the principles included a review of TOD- and PeD-related goals contained in existing local and countywide planning documents, as well as a summary of benefits that could be obtained from implementing TOD/PeD in Marin County. In addition, a number of barriers and issues to implementing TOD/PeD in Marin have been identified. Both documents are critical building blocks for the successful development of a useful toolkit. While the "Principles" identify the toolkit's primary aims for Marin County, the identification of Marin-specific "Barriers" is critical to provide the toolkit with focus on the most critical issues that need addressing in order to achieve the TOD/PeD principles.
Peter Breen

San Rafael:

Sausalito:

Tiburon:

County of Marin: Input on principles, benefits, issues, and barriers was also received from the Marin Consortium for Workforce Housing, representatives from several environmental advocacy groups, and from planning staff of local jurisdictions, affordable housing advocates, and housing developers.
Susan Adams
Hal Brown
Steve Kinsey
Cynthia Murray
Annette Rose

The draft principles, benefits, issues, and barriers were presented to the TAM Board in September for consideration. These were discussed and comments were received. The main question received from the TAM Board is summarized in Attachment 1 of this staff report, "Summary of Board Questions and Responses." A follow-up TPLUS Advisory Committee was held to consider Board questions and comments on the documents. Based on Board comments and feedback from the Advisory Committee, additions and changes to the documents have been made.

Recommendation

Staff recommends that the TAM Board review and accept the presented TOD/PeD Principles & Benefits and Issues & Barriers documents. Staff will work with the TPLUS Advisory Committee on the development of the toolkit fundamentals, which will include recommendations for TOD/PeD planning strategies, "best practices," and implementation steps. A complete draft of the TOD/PeD Toolkit will be presented to the TAM Board for review and comment by March 2005.

Respectfully Submitted,

Craig Tackabery
Executive Director

Attachments:

1. Summary of Board Questions and Responses
2. Final Principles & Benefits Document
3. Final Issues & Barriers Document

COMMUNITY DESIGN + ARCHITECTURE

Region • City • Neighborhood • Building

Memorandum

October 12, 2004

To: Carey Lando, Transportation Authority of Marin

From: Thomas Kronemeyer and Phil Erickson, Community Design + Architecture

Total of 1 page

Re: **Marin TPLUS Project (CD+A No. 0313)** — *Response to Discussions and Public Testimony at TAM Board Meeting of 9/23/04*

CD+A has made revisions to the Principles & Benefits and Issues & Barriers documents based on the discussions and public testimony at the September 23rd TAM Board meeting and a subsequent meeting with the TPLUS Advisory Committee, which took place on October 7th, 2004.

The majority of the revisions to the attached Principles and Benefits document are self-explanatory. ~~Strikeout~~ format is used for deleted text and new text is underlined.

There was one specific question raised at the September 23rd meeting that CD+A said it would review further and provide a response. The response does not require a revision to the Principles and Benefits document.

- Question: How will it be resolved that goals cited in the “*Related Local Goals*” column are (seemingly) contradictory (example: Principle 5; first three of the listed goals; existing vs. new neighborhoods)?

Response: It is our opinion that the listed goals are not contradictory. The context of each of the goals call for consideration of character of neighborhoods when building, recognizing that these communities are approaching build-out with exception of individual lots and sites, and the potential for additions and remodels. The specific language of each cited goal is reflective of slight local differences in the way communities define the desired “fit” for new development, as in “...places that fit the distinct character of Marin’s communities and environment.” (Principle 5)

The toolkit can address how flexibility in local design guidelines can be used to produce high quality infill development that is compatible with the local context provided by existing neighborhood character in Marin’s individual communities.

Vision for Marin’s Transportation and Land Use Solutions (T-PLUS)

Envision a future for Marin County with a **safe, efficient multi-modal transportation system and a broad range of housing choices, including housing which is affordable to the full range of our workforce and community**, with a **compact development footprint** and **minimal environmental impacts**.

Key Principles

1. Create a well-connected multimodal transportation system and network of places that reduces the reliance on single-occupancy automobiles and integrates pedestrians, bi-cycles, and transit.

2. Target new development to areas that are already developed, particularly locations that can be effectively served by transit.

3. Create compact community places with a diverse mix of uses through infill, redevelopment, and reuse of developable property.

4. Provide Marin residents with quality housing choices that address their broad range of household types and incomes.

5. Design a network of human-scaled places that fit the distinct character of Marin’s communities and environment.

6. Coordinate land use- and transportation-related planning efforts and decision making in Marin to promote the vision and principles of the Marin TPLUS program.

Principles	Related Local Goals	Benefits
<p>Principle 1: Create a well-connected multimodal transportation system and network of community places that reduce the reliance on automobiles, particularly single-occupancy motor vehicles, and integrate pedestrians, bicycles, and transit.</p> <p><i>Marin’s existing transportation system is primarily focused on mobility of the private automobile. This has led to fewer public transit alternatives and to roadways that are congested with automobiles and poorly accommodate pedestrians and bicycles.</i> (re-phrased from Countywide Plan, Built Environment - ‘Key Trends and Issues’, page 3-4)</p> <p>Key components of a multi-modal transportation system are: appropriately sized, continuous sidewalks and pedestrian walkways; an interconnected network of streets, with well designed intersections; an interconnected bicycle network; and a seamless, interconnected transit system that provides attractive service not only for commuters but also to other destinations where frequent activities of daily life occur.</p> <p>The design and use (including a determination of appropriate speed) of individual streets in the multimodal</p>	<ul style="list-style-type: none">▪ A diversified, cost-effective and resource efficient transportation network provides mobility for all users. <i>(DRAFT San Rafael General Plan, Circulation Element)</i>▪ Increase opportunities for the use of bicycle and pedestrian paths as viable alternatives to vehicular transportation, and to interconnect neighborhoods, commercial centers, schools, parks and other key activity centers <i>(Goal IV.2 DRAFT Corte Madera General Plan, Circulation Element)</i>▪ Encourage attractive alternatives to the use of single-occupant automobiles <i>(Goal 5, Larkspur General Plan, Circulation Element)</i>▪ To promote an integrated transportation system, including the preservation and enhancement of transit, in order that residents and visitors can efficiently and conveniently transfer and connect between different transportation modes. <i>(Goal C-G, Tiburon General Plan, Circulation Element)</i>▪ Design automobile use areas to fit the character of the community and comfortably accommodate travel by pedestrians and bicyclists <i>(DES-5 - Countywide Plan)</i>▪ Provide a range of transportation options that meets the needs of residents, businesses, and travelers <i>(TP</i>	<p>Multi-modal streets:</p> <ul style="list-style-type: none">▪ Enhance mobility by encouraging and supporting walking, bicycling, and transit use as competitive alternatives to driving.▪ Increase “person-trip” capacity of the existing street system.▪ Provide enhancements to bicycle circulation and safety such as bike lanes and paths <p>Pedestrian-oriented design:</p> <ul style="list-style-type: none">▪ Creates a walkable and human-scaled environment that encourages walking, bicycling, and transit use.▪ Encourages transit use by providing safe and direct connections between transit stops and destinations.▪ Enhances all transportation choices because virtually all trips involve walking to begin and end the trip.▪ Maximizes the access to existing land uses.▪ Create safe <u>access routes for children to their access to schools and other destinations (i.e. community facilities, friend’s homes etc.)</u>

Principles	Related Local Goals	Benefits
transportation system will differ depending on adjacent land uses and the function of the street within the road-way network. At a minimum, streets need to provide ap-propriate access, safety, and mobility for pedestrians in-cluding the disabled, seniors, and youth, and—wherever possible—should provide a quality environment for those strolling, shopping, resting, and taking part in public life.	<p>the needs of residents, businesses, and travelers (<i>TR-1 Countywide Plan</i>)</p> <ul style="list-style-type: none">Expand bicycle and pedestrian facilities and access in and between neighborhoods, employment centers, shopping areas, schools, and recreational sites (<i>TR-2 Countywide Plan</i>)Provide efficient, affordable public transportation service countywide that meets the needs of everyone, including the elderly, disabled, and transit-dependent (<i>TR-3 Countywide Plan</i>)	<p>Walkable environments:</p> <ul style="list-style-type: none">Help to improve physical <u>Advance public health by providing opportunities for walking to improve personal physical health.</u>Discourage crime by making streets more active pro-viding “additional eyes on the street.”Improve air quality by reducing the number of trips by single-occupancy vehicles.Improve access for seniors and disabled persons. <p>Interconnected street networks:</p> <ul style="list-style-type: none">Provide shorter routes for pedestrians and bicyclists.Distribute traffic allowing limited right-of-ways to serve multiple modes.Reduce the number of short distance trips that have to use already congested arterial roads.

Principles	Related Local Goals	Benefits
<p>Principle 2: Target new development to areas that are already developed, particularly locations that can be effectively served by transit.</p> <p><i>Marin places strong emphasis on protecting natural resources and scenic settings. Today, only 11% of Marin is developed <u>and 84% of the county consists of protected open space, watersheds, tidelands, parks, and agricultural land</u>. The majority of the remaining <u>5% potentially developable land is located within the boundaries of existing communities</u>. The appropriate scale and geographic distribution of new land uses and major transportation infrastructure are key to protecting the County’s environmental assets while maintaining the County’s economic vitality and social equity goals.</i></p> <p>Mixed-use developments that concentrate jobs and housing should be targeted to appropriate areas in existing downtowns, village and neighborhood centers, along Marin’s major transit corridors, and in potential commuter rail station areas. Here development can capitalize on existing infrastructure and services, such as roads, utilities, transit, and public facilities. <u>The opportunities for development on brownfield sites should explored as well as the diversification of land uses in existing retail or employment areas (i.e. though conversion of parking lots to structured parking and the development of air-rights)</u> offers the opportunity to create mixed-use districts and centers allowing people to work, shop, be entertained, and engage in a variety of activities in one location and thus reduce the number of trips they take.</p>	<ul style="list-style-type: none">▪ Creative infill development and redevelopment takes maximum advantage of our existing resources. <i>(DRAFT San Rafael General Plan, Economic Vitality Element)</i>▪ Keep Novato relatively compact in physical size by establishing firm urban limit lines <i>(Goal 3, Novato General Plan)</i>▪ Actively facilitate the creation of new affordable housing in Downtown Tiburon and on identified underutilized sites throughout the Tiburon Housing Element Area that have existing infrastructure and few physical constraints. Continue to encourage and legalize secondary dwelling units in appropriate locations <i>(Goal H-C, DRAFT Tiburon Housing Element)</i>▪ Focus intensive development at nodes. <u>Concentrate commercial and higher density residential development in areas with high transit accessibility and service capacity, such as the central business districts of the City-Centered Corridor, and discourage strip development along roadways.</u> <i>(CD-2.4 - Countywide Plan)</i>▪ Concentrate new medium to high-intensity land uses to infill areas where services can be provided <i>(CD-6 - Countywide Plan)</i>▪ New building should occur in a compact form in already developed locations whenever feasible <i>(DES-3 - Countywide Plan)</i>	<p>Focusing development:</p> <ul style="list-style-type: none">▪ Promotes the vitality of business districts and neighborhoods by directing investment into existing areas.▪ Supports better transit service by concentrating jobs and housing, creating a larger transit customer base, which justifies more frequent transit service throughout the day and into the evening. This attracts additional customers, particularly those sensitive to time and convenience of service.▪ Infill and redevelopment can often utilize existing sewer and water systems, police and fire services, schools, etc., thus reducing the need to make significant new public investments.

Principles	Related Local Goals	Benefits
<p>Principle 3: Create compact community places with a diverse mix of uses through infill, redevelopment, and reuse of developable property.</p> <p><i>Past development of retail and office space in Marin has primarily resulted in low-density, single-use places, each surrounded by surface parking. Such buildings create places that are incompatible with Marin’s heritage and character, and generate an automobile trip for almost every activity of shoppers and workers.</i> (rephrased from Countywide Plan, Built Environment - ‘Key Trends and Issues’, page 3-3)</p> <p>Places with a diverse mix of uses and compact development, such as traditional downtowns have long been popular with pedestrians, bicyclists, and transit users because they offer a multitude of destinations within convenient distance. Where mixed-use areas are located close to residential neighborhoods, they can reduce vehicle trips as walking is opportune. Similarly, mixed-use areas in proximity of employment centers allow workers to walk for daily errands shopping, dining, or entertainment and thereby reduce the number of overall vehicular trips. Housing provided as part of mixed-use developments provides proximity to goods and services, and potentially jobs.</p>	<ul style="list-style-type: none">▪ Use our land efficiently to meet housing needs and to implement “smart” and sustainable development principles (<i>HS-3 - Countywide Plan and Objective 2, San Anselmo Housing Element + Objective 2, DRAFT Mill Valley Housing Element</i>)▪ Keep Novato relatively compact in physical size by establishing firm urban limit lines (<i>Goal 3, Novato General Plan</i>)▪ To support and encourage mixed-use development in Downtown, especially in order to provide affordable housing opportunities (<i>Recommended Goal, DRAFT Tiburon Downtown Element</i>)▪ Facilitate employment opportunities that minimize the need for automobile trips...in addition to mixed use development strategies (<i>CD-3 - Countywide Plan</i>)▪ Locate mixed-use, medium to higher density development in appropriate locations along transit corridors (<i>DES-2 Countywide Plan</i>)	<p>Compact and infill development:</p> <ul style="list-style-type: none">▪ Slows down the process of land consumption for new development.▪ Supports walking, ridesharing, cycling, and transit use by enabling people using these modes to make other trips conveniently. Consequently, vehicle trips and dependence on cars are reduced.▪ Generates off-peak transit use because trips to and from mixed-use developments occur throughout the day and into the evening.▪ Adds to the economic vitality of business districts by increasing the diversity of retail and commercial services offered. Also, mixed-use districts provide a convenient mix of goods and services to employees during the day and residents in the evening. As a result many businesses have a steady flow of customers all day.▪ Contributes to neighborhood livability by providing activities within easy walking distance of neighborhoods. With these choices available, residents tend to walk more in their neighborhoods, increasing the area’s safety, friendliness, and livability.

Principles	Related Local Goals	Benefits
<p>Principle 4: Provide Marin residents with quality housing choices that address their broad range of household types and incomes.</p> <p><i>Historically, investment in housing in Marin has focused on the construction of low-density and expensive singe-family houses, often inadequately connected to older neighborhoods and downtowns. This development has consumed relatively large amounts of land for a small number of residents, is affordable only to high-income households, and generates a significant proportion of vehicle trips countywide.</i> (rephrased from Countywide Plan, Built Environment - ‘Key Trends and Issues’, page 3-4)</p> <p>Broadening the range of housing choices in Marin, with particular focus on affordability and serving a variety of household types, can contribute to the reduction of vehicular trips by allowing more people who work in Marin to live in Marin. Mixed-use development strengthens economic vitality of an area by bringing in additional consumers. Providing workforce housing in proximity of well-served transit lines will further reduce the number of automobile trips and also advances social equity by reducing the need for car ownership among a population that can least afford it.</p>	<ul style="list-style-type: none">▪ Use our land efficiently to meet housing needs and to implement “smart” and sustainable development principles (<i>HS-3 - Countywide Plan, Objective 2 - San Anselmo Housing Element, Objective 2 - DRAFT Mill Valley Housing Element</i>)▪ Encourage a diverse demographic (especially age, family, and income) mix in Larkspur (<i>Goal 3, Larkspur General Plan, Land Use Element</i>)▪ Provide for a variety of housing opportunities through new construction and maintenance of existing housing for an economically and socially diverse population, while preserving the character of the community (<i>Goal 8, Novato General Plan</i>)▪ It is the goal of San Rafael to have an adequate housing supply and mix that matches the needs of people of all ages, income levels, and special requirements. (<i>Goal 4, DRAFT San Rafael General Plan, Housing Element</i>)▪ Provide a mix of housing (<i>CD-2.1 - Countywide Plan</i>)▪ Locate housing near activity centers (<i>CD-2.3 - Countywide Plan</i>)▪ Concentrate commercial and medium to high-density residential development near activity centers that can be served efficiently by public transit and alternate transportation modes (<i>DES-2.1 Countywide Plan</i>)	<ul style="list-style-type: none">▪ Transit-oriented development can increase opportunities for affordable housing as it is very attractive for low-income households who can reduce their spending on automobile transportation (14 to 22% of household income).▪ Affordable housing provided in the vicinity of transit prevents people without cars from being isolated.▪ Affordable housing ensures that the workforce is able to live in close proximity to work, increasing the employee pool available for businesses, and reducing the length of trips▪ Affordable housing provides local housing for public safety workers, increasing their ability to provide services in an emergency.

Principles	Related Local Goals	Benefits
<p>Principle 5: Design a network of human-scaled places that fit the distinct character of Marin’s communities and environment.</p> <p><i>A primary challenge for new housing and other development, including transportation facilities, in Marin County is achieving compatibility with the distinct character of existing communities and the surrounding natural environment.</i> (rephrased from County-wide Plan, Built Environment, page 3-94)</p> <p>In order to complement existing community and environmental character it is important that design of new development—its site plan, layout, architectural composition, building materials—is in keeping with the best examples found in the immediate surrounding. Equal attention will ideally be given to the construction of new transportation facilities or the enhancement of existing roads to be multi-modal. The careful detailing of the streetscape increases the economic viability of a shop-lined street, creates new vital public places, or beautifies a neighborhood.</p>	<ul style="list-style-type: none">▪ Utilize design as a tool to create outstanding residential neighborhood character through use of innovative, quality architecture and site planning (<i>Goal V.1 DRAFT Corte Madera General Plan, Community Design Element</i>)▪ To preserve existing neighborhood character and identity (<i>Recommended Goal, DRAFT Tiburon General Plan Land Use Element</i>)▪ Maintain the character, diversity and long term viability of the City's residential neighborhoods by establishing residential land use districts that reflect the predominant land use, scale, density and intensity of existing development (<i>Land Use Objective LU-1.0, Sausalito General Plan</i>)▪ Assure that all new or significantly remodeled structures be designed to respect existing land forms and natural site features and to maintain the balance between open space and buildings (<i>Community Design Objective CD-2.0, Sausalito General Plan</i>)▪ Perpetuate the unique character of each community, including the essential design characteristics that make each place attractive and livable. (<i>DES-1 - Countywide Plan</i>)	<ul style="list-style-type: none">▪ Well-designed and appropriately scaled buildings are more likely to be supported by the community.▪ Enhancing existing transportation facilities for multi-modal use provides opportunities for streetscape beautification specific to the locale.▪ Introducing pedestrian-oriented streetscape elements makes larger roadways more compatible with communities of small and medium scale and the natural environment.

Principles	Related Local Goals	Benefits
<p>Principle 6: Coordinate land use- and transportation-related planning efforts and decision making in Marin to promote the vision and principles of the Marin TPLUS program.</p> <p><i>As for all counties in California, land use and transportation decisions in Marin are made by a broad variety of cities, towns, agencies, the County, and the State. The National and State Park facilities, watershed facilities, and regional transportation that come to and pass through Marin add further complexity.</i></p> <p>If local jurisdictions and the County improve the coordination of their land use and transportation decision making it will improve the ability to achieve a single-occupant automobile trip-reducing mix and intensity of land uses and multi-modal transportation network. This is critical because most of the remaining developable land in Marin is located in the County's cities and towns, while most decisions about the future transportation system are made on a countywide and regional level. In addition, coordination between cities can also improve the effectiveness of incremental improvements for pedestrians and bicyclists within the local road network. The City of Novato's and the County's joint efforts regarding Gness Airfield are an example of successful cooperation between jurisdictions.</p>	<ul style="list-style-type: none">▪ Coordinate planning with other jurisdictions (<i>CD-4 - Countywide Plan</i>)▪ Coordinate urban fringe planning (<i>CD-6.1 - Countywide Plan</i>)▪ Work together to achieve the County's housing goals (<i>HS-1 - Countywide Plan</i>)▪ Coordinate regional transportation/housing activities - Use our land efficiently to meet housing needs and to implement "smart" and sustainable development principles (<i>HS-3.13 - Countywide Plan</i>)▪ Coordinate transportation, economic, and land use planning to help provide effective transit services which reduce dependence on the single-occupant automobile (<i>Goal 9, Novato General Plan</i>)▪ To address regional issues, such as transportation, schools, and water, through coordination with neighboring cities, the county, and other governmental entities (<i>Recommended Land Use Goal, DRAFT Tiburon General Plan</i>)	<p>Coordinated land use and transportation can result in:</p> <ul style="list-style-type: none">▪ Optimized use of natural, infrastructure, and fiscal resources.▪ Improved quality of life and livability for all communities in the County.▪ Improved air quality throughout the region.

Note: The following plans were referenced in compiling the "Related Local Goals" section of this document:

- DRAFT Marin Countywide Plan (February 2004)
- DRAFT San Rafael General Plan (February 2004)
- Tiburon General Plan (1989) and DRAFT General Plan Element Issues Papers (2003/2004)
- DRAFT San Anselmo Housing Element (2003)
- DRAFT Corte Madera General Plan Framework (2003)
- DRAFT Mill Valley Housing Element (2002)
- Sausalito General Plan (1997)
- Novato General Plan (1996)
- Larkspur General Plan (1990)

The above compilation focused on relatively recent planning documents as these best reflect jurisdictions' current view of land use and transportation related issues. More related goals may be found in General Plans of other jurisdictions such as Fairfax, Ross, and Belvedere or in general plan elements other than the referenced Housing Elements.

Issues and Barriers for Marin's Transportation and Land Use Solutions (T-PLUS)

There are four major issue areas to address in the TOD/PeD toolkit. These issue areas each contain multiple barriers that can apply to more than one TOD/PeD principle. The toolkit should be oriented to overcoming the Issues/Barriers identified here and through further discussion with the Advisory Committee and others.

Issue Areas

1. Local and Countywide Policy and Institutional Issues
2. Funding and Fiscal Issues
3. Physical and Environmental Issues
4. Community Concerns Regarding Change

Issue Area 1: <i>Local and Countywide Policies and Institutions</i>	Identified Issues/Barriers	Relevant Principles
<p>Some land use and transportation policies at the local and county level do not support TOD/PeD and the development of a network of multi-modal streets. Development regulations do not allow more intense, residential and mixed-use developments, and local traffic and transportation policies often have high parking standards and strict policies with respect to existing levels of vehicular service and additional traffic on local streets. Local project review and public involvement procedures further limit the implementation of TOD/PeD and the development of workforce housing.</p> <p><i>The toolkit can address these issues by presenting educational materials that illustrate and explain the benefits of TOD/PeD, by suggesting local and countywide planning approaches that would further TOD/PeD (including involvement of the County-wide Planning Agency in encouraging increased coordination between jurisdictions), and by developing model land use, parking, and transportation standards to be implemented by local jurisdictions.</i></p>	Conflicting goals of local and regional planning agencies (for example, local vs. regional transportation issues) as well as lack of coordination of goals and policies within the County hamper creation of a network of places that is desired according to goals contained in most community plans; <i>for example, lack of coordinated transportation or land use planning for corridors shared by several communities.</i>	1,2,3,4,6
	Local and State Policies (with regard to traffic, engineering, and street design) that do not allow for the development of a multi-modal street network.	1
	Local development regulations that do not support intensification of development (including zoning, use restrictions, parking requirements, and density, height, FAR, setback regulations); <i>for example, the combination of higher parking requirements and lower height limits can make it infeasible to develop housing in downtowns.</i>	2,3,
	Most jurisdictions rely on project-by-project discretionary review, including requiring CEQA review for smaller projects, which increases uncertainty and cost, rather than undertaking more “forward” planning, such as Specific Plans.	1, 2, 3, 4
	Restrictive local congestion policies regarding existing levels of service, while TOD sites are typically in highly trafficked corridors.	2,3

Issue Area 1: <i>Local and Countywide Policies and Institutions</i>	Identified Issues/Barriers	Relevant Principles
	Transit needs to be more focused on intra-Marin trips, which constitute the lion's share of all trips.	1, 2
	Housing is needed at various income levels, not just affordable housing.	4
	Lack of workforce housing is a major contributor to difficulties with retaining or attracting desired employers.	4
	Need for more collaborative public planning processes that involve all interests at an early stage to make sure all issues are addressed	4,6
	Lack of adequate tools to TOD/PeD projects promoting alternative modes. Can make developers responsible for all of the potential impacts of a more traditional development, PLUS the amenities that encourage alternative modes; <i>for example parking reductions that are monitored for performance or alternatives to level of service as a measure of congestion.</i>	6
	Success of project approval process can be strongly influenced by developer's approach to public involvement; <i>for example: efforts to hear neighborhood concerns from the beginning and then throughout the design and approvals process improves ability to gain support.</i>	2, 3, 4

Issue Area 2: <i>Funding and Fiscal Issues</i>	Identified Issues/Barriers	Relevant Principles
<p>Funding for transit infrastructure and operations, and community planning efforts, as well as the financial implications of some development policies constrain the possibilities available to Marin County and local jurisdictions.</p> <p>Cost of development is high in Marin County, making mixed-use, workforce housing, and affordable development a challenge.</p>	Low level of funding available for infrastructure construction and maintenance, and transit operations.	1,2,3,6
	Land and construction costs make financing workforce housing difficult.	4
	Most TOD/PeD development opportunities are small infill sites, which are more difficult to develop in terms of design and economic feasibility.	2
	Local agencies lack funds to conduct planning work and coordinate amongst agencies.	6

Issue Area 2: <i>Funding and Fiscal Issues</i>	Identified Issues/Barriers	Relevant Principles
<p><i>The toolkit can address these issues by developing an implementation strategy that details various approaches to project funding and methods to improve the ability of Marin projects and planning efforts to compete for limited regional, state, and federal funds.</i></p> <p><i>“Best Practices” contained in the toolkit can help to reduce project design and review costs.</i></p>	Cost-effectiveness of transit in short-term for a long-term strategy.	6
	Lack of staffing capacity can contribute to extended approvals process, which increases the cost of development.	3

Issue Area 3: <i>Physical and Environmental Issues</i>	Identified Issues/Barriers	Relevant Principles
<p>Much of Marin County is highly valued and protected open space, yet opportunities for infill and revitalization still exist in areas that are already developed. Perceptions of existing conditions are that they create constraints that cannot be overcome by new development.</p> <p><i>The toolkit can address these issues by presenting benefits and tradeoffs inherent in TOD/PeD, the development of a multi-modal, interconnected network of streets, and by outlining a decision-making process based on facts and evaluation criteria that reflect community values.</i></p>	Road rights-of-way and physical constraints to multi-modal streets.	1,5
	Highway 101 creates a physical barrier, which makes it difficult to achieve an interconnected transportation system, particularly for pedestrians and bicyclists.	1
	Lack of an interconnected street network and lack of alternatives or parallel routes to Highway 101, which then requires even short local trips to be made by freeway.	1
	Need to manage regional tourist traffic/access to open space effectively.	6
	Benefits of TOD/PeD are not clearly understood, for example congestion-reducing impact on local trips and ability to better balance jobs & housing by locating both housing and jobs near transit.	1, 2, 3, 6

Issue Area 4: <i>Community Concerns Regarding Change</i>	Identified Issues/Barriers	Relevant Principles
People react to proposed development and change at a very personal level. They have real concerns about traffic, economic, environmental, and other benefits and impacts. While TOD/PeD will bring	Negative community attitudes towards alternative transportation modes, especially high capacity transit such as rail improvements, given perceptions that transit is growth inducing and has significant environmental impacts.	1

Issue Area 4: Community Concerns Regarding Change	Identified Issues/Barriers	Relevant Principles
<p>change to Marin County, there are a variety of misunderstandings and misconceptions that are barriers to implementation</p> <p><i>The toolkit can address these issues by including an education aspect that can be broadened through public outreach and implementation efforts.</i></p>	Community concerns about personal safety of pedestrians, especially children walking to school alone (both a traffic safety and a personal safety concern).	1
	Community opposition to new development, redevelopment, and land use intensification or growth due to perceived extent of traffic and environmental impacts and perception that County is already “built-out”.	2,3,4,5,6
	Concern that additional interconnected streets will result in “cut through”-traffic, as local streets become an alternative to the over-congested freeway.	1
	Particular concern with “workforce housing” that there can be no guarantee that local workers will live there, and that housing will simply be more commuter housing that will increase traffic.	1, 5
	Concern that non-residential development in residential neighborhoods will draw traffic and parking problems from outside the neighborhood.	3
	Perception that high demand for single-family detached housing, and particularly demand for such housing on large lots, inhibits development of multi-family housing and TOD.	2,3,4
	Approvals process allows neighborhood concerns focused on an individual project to override existing policies that represent a broader community-based consensus, especially for workforce housing.	2,3,4,6
	Perception that affordable housing will negatively impact the neighborhood and property values.	4
	Some in community do not feel a “responsibility” to meeting regional and countywide goals, such as jobs-housing balance, workforce housing, change in transportation mode, and the fundamental link between these goals and particular lifestyle choices.	6
	Senior Housing projects are often uncontroversial, but may not result in the production of any affordable units.	4